

ACTION PLAN			Updated 5/11/2014							
Goals, Objectives, and Strategies			DRAFT							
DRAFT										
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY		
Legend of Abbreviations/Organizations										
	Staff = City of Fairfax Parks and Recreation Department Staff	Partner = Other organizations (i.e. Business, FPYC, FLL, JCC, Civic Assoc, Community Pools)								
	PRAB = Parks and Recreation Advisory Board	COA = Commission on the Arts								
	City = City of Fairfax	Schools = City of Fairfax Schools								
	NVRPA = Northern Virginia Regional Park Authority	OP = Operating Budget								
	GMU = George Mason University	CIP = City Capital Improvement Plan								
	FCPA = Fairfax County Park Authority	Planning = Community Development and Planning Department								
	Parks, Recreation, Trails, Open Space, Cultural Arts, Events									
Notes										
1	"Developed" means any area that is mowed, paved, or maintained. "Undeveloped" is natural areas or open space that may have unpaved trails.									
2	Where no element of measure is listed, the time frame is the measure.									
	☐= Initial Actions; "Ongoing" = Ongoing and continuing actions									
Goal 1: Planning and Development										
	Acquire, preserve, develop and re-develop parks, facilities, trails, and open space.									
	Objective 1.1: Conduct regular assessments and evaluations of existing parks and facilities for their functionality, accessibility, aesthetics, and ability to meet established standards of service.									
	Strategy 1.1.1: Develop policies and guidelines for the preparation of master plans to guide decision making and improvement for each City Park. No significant capital improvements shall be added without a current master plan or approved conceptual site plan.		☐				Staff, PRAB	OP, CIP	PFS 1.5	
	Strategy 1.1.2: Conduct a comprehensive feasibility study of the Green Acres Community Center including the Senior Center, active recreation program offerings, community use and the Green Acres park land to determine options for redevelopment, use and possible relocation to better accommodate uses.		☐				Staff, City, PRAB, City Schools	OP, CIP	PRO 3.4	
	Strategy 1.1.3: Update the 1967 Master Plan for Van Dyck Park with the goal of improving its functionality, accessibility, erosion and storm water issues, parking, traffic flow and aesthetics.		☐				Staff, City, PRAB	OP, CIP	PRO 3.2	
	Strategy 1.1.4: Develop a Park Master Plan for Westmore School Park Site to serve as a Community Park. Proposed facilities should have community-wide appeal and could include: athletic field; picnic shelter; tournament bocce and/or pickle ball courts; dog park; paved walking path; large barrier-free playground; fitness equipment; and more.				☐		Staff, City, PRAB, Partner	OP, CIP, Partner	PRO 3.2	
	Strategy 1.1.5: Perform an ADA assessment of all facilities including but not limited to playgrounds, shelters, walking paths, community gardens, parking, and building. The assessment and improvements must consider sight and hearing impaired as well as other physical or developmental disabilities.		☐				Staff, City, PRAB	OP, CIP	PRO 3.6	
	Strategy 1.1.6: Implement ADA improvements to ensure that at least one park in three geographic areas of the City are totally accessible, including playgrounds, shelters, walking paths, community gardens, parking, and buildings are accessible.			☐			Staff, City, PRAB	OP, CIP	PRO 3.6	
	Strategy 1.1.7: Establish three playgrounds in strategic geographical locations to serve as larger barrier-free and sensory rich environments. Van Dyck Park and the replacement playground at Draper Drive Park are logical locations.			☐			Staff, City, PRAB	CIP	PRO 3.6	
	Strategy 1.1.8: Restore eroded stream banks at Van Dyck, Daniels Run, and Ranger Road Parks.			☐	☐		Staff, City	OP, CIP	ENV 1.5	

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	<b>Strategy 1.1.9:</b> Evaluate parking expansion opportunities at Thaiss Memorial, Providence, Draper Drive Parks to address parking needs.		<input type="checkbox"/>			Staff, City, PRAB, Schools	OP, CIP	PRO 3.2	
	<b>Strategy 1.1.10:</b> Increase parking at Kutner Park when synthetic turf fields are added to Lanier to accommodate additional parking.			<input type="checkbox"/>		Staff, City, PRAB, Schools	OP, CIP	PRO 3.2	
	<b>Strategy 1.1.11:</b> Evaluate current and alternative location of events to determine the feasibility of hosting events in other areas of the city for increased economic impact.		<input type="checkbox"/>			Staff, City, PRAB	OP	EC 1.3	
	<b>Strategy 1.1.12:</b> Evaluate existing and future maintenance yard and storage needs. Also evaluate functionality of the current Parks Division area in the Property Yard to maintain existing and future parks and facilities.		<input type="checkbox"/>			Staff, City, PRAB	OP	PFS 2.2	
	<b>Strategy 1.1.13:</b> Evaluate and implement additional security strategies to enhance safety in the parks and facilities (i.e. security cameras). Utilize Environmental Design for Crime Prevention Standards in all future improvements.	Ongoing				Staff, City, PRAB	OP	PFS 2.2, 2.4	
	<b>Objective 1.2:</b> Provide a balance of active recreation, passive recreation, open spaces, and natural environments that are evenly distributed throughout the City.								
	<b>Strategy 1.2.1:</b> Conduct user demographic analysis for Green Acres Senior Center, factoring in impact assessment of the new Fairfax County Providence Community Center to be located near the Vienna Metro Station, aging in place seniors, and increase in senior population.	<input type="checkbox"/>				Staff	OP	PRO 3.4	
	<b>Strategy 1.2.2:</b> Preserve at least 50% of the total amount of park land from development. (The current ratio is approximately 35% developed to 65% undeveloped)	Ongoing				PRAB, Staff, City		PRO 1.2; ENV 1.3	
	<b>Strategy 1.2.3:</b> Ensure that at least 40% of parks designated as "Community Park" land (i.e. Van Dyck Park and Provicence Park) remains undeveloped and is maintained as open space and buffer to maintain a balance of active and passive areas at each designatated "Community Park." Trails could be located in the undeveloped portion. (The current ratio is approximately 42% developed to 58% undeveloped)	Ongoing				PRAB, Staff, City		PRO 1.2; ENV 1.3	
	<b>Strategy 1.2.4:</b> Develop two lighted, synthetic turf athletic fields at Sidney Lanier Middle School to provide fields on the western portion of the City, and increase access to fields.			<input type="checkbox"/>		PRAB, Staff, Schools, City	CIP	PRO 3.2	
	<b>Strategy 1.2.5:</b> Prepare a Park Master Plan for the land at 9999 Main Street currently in a life estate that will become City park land in the future.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.5	
	<b>Strategy 1.2.6:</b> Encourage Fairfax County to move its three property yards outside the City limits. Reclaim these lands as open space and parks.	Ongoing				County, City	OP	PRO 1.1, 1.2; LU 2.4	
	<b>Strategy 1.2.7:</b> Coordinate with Fairfax County to plan for the reuse of the Burkholder and Massey Building sites as potential parks and open space.		<input type="checkbox"/>			County, City	OP	PRO 1.1, 1.2;	
	<b>Strategy 1.2.8:</b> Coordinate with Fairfax County when and if the County plans to redevelop or move the Belle Willard and Joseph Willard buildings, as a means to enhance and expand Van Dyck Park and the Stacy C. Sherwood Community Center.				<input type="checkbox"/>	County, City	OP	PRO 1.1, 1.2;	
	<b>Strategy 1.2.9:</b> Acquire land and develop new Neighborhood Parks in the southeast and central-northwest areas of the City.				<input type="checkbox"/>	Staff, City	CIP, OP, Partner, Proffer	PRO 1.1, 1.2	
	<b>Strategy 1.2.10:</b> Cooperate with FCPA on use of land adjacent to Thaiss Park and Route 50 near Pickett Road as a potential City park.			<input type="checkbox"/>		Staff, City	CIP, OP, Partner	PRO 1.1, 1.2	
	<b>Objective 1.3:</b> Evaluate current and emerging needs to develop and implement feasible standards of service for the City of Fairfax								
PRTO	<b>Strategy 1.3.1:</b> Update the Strategic Plan at intervals of no more than 5 years to evaluate progress and reassess goals and priorities.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PRAB, Staff	OP	PRO 3.3; PFS 1.5	

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	<b>Strategy 1.3.2:</b> Monitor demographic and park/program use trends annually, especially related the numbers of children and seniors, to meet and anticipate program and facility needs. Coordinate closely with Fairfax Schools on trends for youth.	Ongoing				Staff, Planning	OP	PRO 3.3; PFS 1.4	
	<b>Strategy 1.3.3:</b> Analyze the need for equality of the quantity of baseball and softball fields. Convert fields as needed based upon current and projected trends in the programs.	Ongoing				Staff, PRAB	OP	PRO 3.3	
	<b>Objective 1.4:</b> Meet current and future needs and standards of service for the City of Fairfax through acquisition, development, partnerships. and redevelopment strategies and priorities.								
	<b>Strategy 1.4.1:</b> Focus short term capital improvement projects on renovation/improvement to existing facilities, especially the basic facilities of trail surfaces, playgrounds, game courts, picnic shelters, signage, athletic fields, and the addition of restrooms. (The strategy is to upgrade the quality of all facilities and improve cost effectiveness of maintenance operations.)	<input type="checkbox"/>	<input type="checkbox"/>			Staff, City	OP, CIP	PRO 3.1	
	<b>Strategy 1.4.2:</b> Develop restroom solutions at parks with the highest use levels, initially to include Van Dyck and Draper Drive Parks.		<input type="checkbox"/>			Staff, City	OP, CIP	PRO 3.2, 3.6	
	<b>Strategy 1.4.3:</b> Replace the skate park at Van Dyck Park. Preferably the skate park would be relocated within Van Dyck Park in accordance with the Van Dyck Park Master Plan.		<input type="checkbox"/>			Staff, City	CIP	PRO 3.2	
	<b>Strategy 1.4.4:</b> Re-Install a playground at Draper Drive Park.	<input type="checkbox"/>				Staff, City	CIP	PRO 3.2	
	<b>Strategy 1.4.5:</b> Develop an indoor recreation, gymnasium, and fitness center within the City in conjunction with the Green Acres Community Center.		<input type="checkbox"/>			Staff, City	OP, CIP, Partner	PRO 3.4	
	<b>Strategy 1.4.6:</b> Monitor and evaluate the feasibility of acquiring all or part of the Paul VI property if the Diocese moves the school out of the City as it provides an opportunity and a central location for active indoor recreation space, gymnasium, senior activities, a theater, field space and ensure parking for Pat Rodio Park		<input type="checkbox"/>			Staff, City, COA	CIP, OP, Partner	PRO 3.4; EC 1.3	
	<b>Strategy 1.4.7:</b> Develop small parks and squares throughout the Fairfax Boulevard Corridor and provide unique pedestrian experiences. (To be completed by developers as part of the development)			<input type="checkbox"/>		Developers	Partners, Proffers, Developers	PRO 2.2, 4.1; EC 1.4; LU 3.1	
	<b>Strategy 1.4.8:</b> Consolidate City parks with multiple parcels to single parcels.		<input type="checkbox"/>			Staff, Planning	OP		
	<b>Strategy 1.4.9:</b> Consider establishment of a "Park Zone" as part of the City's Zoning Rewrite effort.		<input type="checkbox"/>			Staff, Planning	OP	CA 1.1	
	<b>Strategy 1.4.10:</b> Provide guest Wi-Fi service in all Community and Special Use Parks/Facilities.		<input type="checkbox"/>			Staff	CIP	PFS 1.3	
	<b>Strategy 1.4.11:</b> Coordinate with multiple partners and the business community to meet future needs for indoor and outdoor aquatics.				<input type="checkbox"/>	Staff, Partners	OP, Partners	PRO 3.2	
	<b>Objective 1.5:</b> Ensure the City of Fairfax is a well-connected and accessible city; using a series of multi-use trails to connect neighborhoods, parks, schools, shopping areas, and downtown for both recreational and transportation uses.								
	<b>Strategy 1.5.1:</b> Repair/improve existing trails and develop new trails. Priority connections include: Snyder Trail; resurface existing asphalt trails; tank farm connection from Daniels Run Park; trails extending west of Kamp Washington; and connecting Van Dyck Park to Fairfax Boulevard.	Ongoing				PRAB, Staff, City	OP, CIP, Grants	PRO 4.1, 4.2; ENV 6.3; T 7.2.3	
	<b>Strategy 1.5.2:</b> Establish a designated person among the existing staff within the Community Development and Planning Department to coordinate Park Planning, Trail Planning and Design, and the proposed Bike/Pedestrian Planning effort. (not a new FTE).		<input type="checkbox"/>			Staff, PRAB, Planning	Planning	ENV 1.6; PRO 4.2; T 7.2.3	

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	Strategy 1.5.3: Investigate cooperation with FCPA, GMU, and NVRPA for a potential regional trails coordinator position.			<input type="checkbox"/>		Staff, PRAB, Planning, FCPA, NVRPA	Planning, FCPA, NVRPA, GMU	ENV 1.6; PRO 4.2; T 7.2.3; LU 5.3, 6.1
	Strategy 1.5.4: Use proffers or other development conditions to acquire land, fund planning and maintenance, acquire easements and develop trail linkages in new development areas to link to surrounding neighborhoods and attractions.	Ongoing				City	Proffers	PRO 1.3; ENV 6.3
	Strategy 1.5.5: Implement the current plans for the Pickett Road Underpass to link Thaiss Park and the Cross County Connector Trail to Gateway Park and the Willcoxon Trail.	<input type="checkbox"/>				City, NVRPA	City, CIP	PRO 4.2; ENV 1.6; T 7.2.3; LU 5.3, 6.1
	Strategy 1.5.6: Identify parcels that could be incorporated into the City parks network as open space and trail connections.	Ongoing				Staff, City	OP, CIP	PRO 1.1, 1.2; ENV 6.1, 6.2, 6.3; T 7.2.3; LU 2.4
	Objective 1.6: Establish Downtown Fairfax as a community gathering place							
	Strategy 1.6.1: Implement a City and Downtown branding/identity campaign to support already strong special event use, draw people in for other revenue-generating programs, and to support downtown businesses representative of our diverse community.		<input type="checkbox"/>			Staff, City	OP, CIP	EC 1.1, 1.3, 1.5; CA 4.1, 4.3
	Strategy 1.6.2: Implement the current plans to develop a Downtown Urban Park. Program and promote the park to serve as a vibrant and lively community gathering area.	<input type="checkbox"/>				Staff, City	OP, CIP	EC 1.3, 1.5; CA 4.1; CR 2.2; LU 4.6
	Strategy 1.6.3: Investigate and pursue the development of a permanent community theater space and an outdoor amphitheater.				<input type="checkbox"/>	Staff, City, COA	OP, CIP, Fundraising	EC 1.3, 1.5; CR 1.1, 2.2
	Strategy 1.6.4: Plan and implement trail and bicycle connectivity to and through Downtown.		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP, CIP, Grants	PRO 4.2; EC 1.5; LU 4.1; T 7.10.2
	Objective 1.7: Foster an appreciation of the natural environment and promote sustainable natural resource management practices.							
	Strategy 1.7.1: Partner with the City's Environmental Sustainability Committee to assist in implementing environmental strategies.	Ongoing				Staff, PRAB	OP, CIP	ENV 1.1, 5.2
	Strategy 1.7.2: Utilize parks as examples of Best Management Practices (BMP) for storm water detention, rain gardens, vernal pools, etc. The goal is to reduce Total Maximum Daily Loads (TMDL) in the creeks.	Ongoing				Staff, City, Partners	OP, CIP	ENV 2.1, 2.3, 5.1; CA 3.5
	Strategy 1.7.3: Promote recycling in all parks through implementation of programs and providing appropriate facilities and operational resources.	<input type="checkbox"/>				Staff, City	OP, CIP	PFS 2.3, 5.1; ENV 5.3
	Strategy 1.7.4: Develop and train a team of staff and volunteers in trail maintenance and the removal of invasive species in the parks and open spaces.	Ongoing				Staff, City	OP, CIP, Grants	ENV 1.6, 5.1
	Strategy 1.7.5: Perform a detailed inventory of the natural and cultural/historic features in the parks which could be enhanced, protected, and used for educational purposes. Interpretation could be self-guided through signage, web, apps, or with interpretive staff of the City, schools, GMU, FCPA, NVRPA, or other partner.		<input type="checkbox"/>			Staff, Partners	OP	ENV 1.4; PFS 2.1; HR 1.2; CR 1.5; EC 4.1
	Strategy 1.7.6: Implement best practices in establishing green infrastructure and sustainable design and maintenance practices.	Ongoing				Staff, City	OP, CIP, Grants	ENV 2.3, 5.1; CA 3.5
	Strategy 1.7.7: Establish a Conservation Area Program with signage and use of associated best management practices.		<input type="checkbox"/>			Staff, City	OP, CIP	PRO 1.4; ENV 1.5, 5.1, 6.1, 6.2
Goal 2: Operations and Maintenance								

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	Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance programs and practices.								
	Objective 2.1: Research operations and maintenance best practices to establish and implement sustainable maintenance and operations standards and schedules.								
	Strategy 2.1.1: Establish maintenance Best Practices Guidelines with standard maintenance levels for each park type.	<input type="checkbox"/>				Staff	OP	PRO 3.1	
	Objective 2.2: Establish and maintain adequate staffing and funding resources to efficiently operate and maintain the parks and facilities according to established standards and schedules.								
	Strategy 2.2.1: Implement the one new budgeted park maintenance position funded for 2015 for maintenance of the new downtown park and the recycling program.	<input type="checkbox"/>				Staff, City	OP	PRO 3.1; PFS 2.5	
	Strategy 2.2.2: Elevate two current maintenance positions to supervisory roles to more efficiently manage the maintenance efforts with the new strategies. Supplement in busy seasons with seasonal staff.		<input type="checkbox"/>			Staff, City	OP	PRO 3.1; PFS 2.5	
	Strategy 2.2.3: Evaluate the need for additional equipment, supplies, or staff prior to the development of any new facilities, trails, or parks.	Ongoing				Staff, City	OP	PRO 3.1; PFS 2.5	
	Objective 2.3: Evaluate, schedule, and operate programs and events to maximize park and facility space utilization and cost recovery.								
	Strategy 2.3.1: Conduct an analysis and implement measures to maximize indoor program space uses at the Green Acres Community Center, Stacy C. Sherwood Community Center, and Fairfax Schools.	<input type="checkbox"/>				Staff, Schools	OP	PRO 3.4; CR 1.2	
	Strategy 2.3.2: Conduct an analysis and implement measures to maximize uses at outdoor parks.		<input type="checkbox"/>			Staff	OP	PRO 3.3	
	Strategy 2.3.3: Review the Special Use Permits (SUP) for Draper Drive Park, Stafford Drive Park, Providence Park, and other parks to allow better utilization of fields and lights to increase revenue potential, increase access for adult use, and to host tournaments.		<input type="checkbox"/>			Staff, City, PRAB, Schools	OP	PRO 3.1	
Goal 3: Programs and Services									
	Deliver programs and services to meet the ever changing and diverse needs of the community.								
	Objective 3.1: Conduct ongoing customer satisfaction evaluations and assess emerging needs to enhance existing and develop new programs, services, and events for the City of Fairfax.								
	Strategy 3.1.1: Maintain a quality ranking level of over 90% "excellent" and "good" as identified in both the 2007 and 2013 Community Attitude and Interest Surveys.	Ongoing				Staff	OP	PFS 1.5	
	Objective 3.2: Continue to provide and enhance an array of services to serve all area populations. (children, youth, adults, seniors, families, diverse nationalities)								
	Strategy 3.2.1: Secure a teen member to join PRAB and assist in developing and promoting teen specific programs.	<input type="checkbox"/>				Staff, Schools	OP	PFS 1.5	
	Strategy 3.2.2: Expand the type and number of recreation programs and classes targeted for adults by 10%.		<input type="checkbox"/>			Staff	OP	PRO 3.3	
	Strategy 3.2.3: Define the desired scope of services and programs to be offered to seniors to ensure the vibrant, robust, and dynamic aspect of what the City currently provides and with a need to utilize existing, new, or renovated facilities to meet the growing and aging seniors program needs.		<input type="checkbox"/>			Staff, PRAB, City	OP	PRO 3.4	



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	<b>Strategy 3.2.4:</b> Perform research and case studies to identify the appropriate staff-to-participant ratio to maintain cost effective and quality programs for seniors and implement standards to obtain and maintain Senior Center accreditation. Short term solution is to elevate a current 0.75 FTE Recreation Admin position to 1 FTE Assistant Senior Center Coordinator. Supplement additional staff needs with temporary employees.	<input type="checkbox"/>	<input type="checkbox"/>			Staff	OP	PRO 3.3
	<b>Strategy 3.2.5:</b> Evaluate, develop, and implement expanded out-of-school opportunities, camp offerings, and other programs for children.		<input type="checkbox"/>	<input type="checkbox"/>		Staff	OP	PRO 3.3
	<b>Strategy 3.2.6:</b> Conduct an evaluation of current special events to implement initiatives to modify or add events to increase economic impact, tourism, community unity, and the City's unique sense of place.	<input type="checkbox"/>				Staff	OP, Partners	EC 4.2; CR 1.3
	<b>Strategy 3.2.7:</b> Coordinate with partners and the business community to identify methods of offering opportunities for therapeutic aquatic activities for seniors.	<input type="checkbox"/>				Staff	OPO, Partners	PRO 3.3, 3.4
	<b>Strategy 3.2.8:</b> Embrace the diverse population and cultures in the region in events and program offerings.	Ongoing				Staff, City, Partners	OP, City, Partner	PRO 3.3; EC 1.3, 4.2
	<b>Objective 3.3:</b> Expand community outreach efforts to develop and implement enhanced programs and services that engage individuals with disabilities.							
	<b>Strategy 3.3.1:</b> Partner with FCPA, GMU, and Fairfax County Neighborhood and Community Services to promote and offer programs for persons with special needs.	Ongoing				Staff, Partners	OP	PRO 3.3; CR 1.5
	<b>Strategy 3.3.2:</b> Promote fully accessible facilities and programs in <u>Leisure Times</u> , park maps, web site, and other promotional material.	Ongoing				Staff	OP	PRO 3.6
	<b>Objective 3.4:</b> Provide a balance of arts, physical activity, indoor, outdoor, environmental, events, and other programmed services to meet the ever changing needs of the City.							
	<b>Strategy 3.4.1:</b> Partner with GMU, FCPA, Schools, and NVRPA to offer increased nature oriented educational programming. Opportunities may include: field trips to partner facilities; use of land in the City of Fairfax with interpretation by experts from partner agencies; and bringing nature education into existing park venues such as Ashby Pond, Daniels Run, and Kutner Parks	Ongoing				Staff, Partners, Schools	OP, Partners	ENV 5.1; EC 4.1
	<b>Strategy 3.4.2:</b> Establish an "Arts in the Parks" program.		<input type="checkbox"/>			Staff, City, COA	OP	CA 3.3; CR 2.1
	<b>Strategy 3.4.3:</b> Expand the role of the current part-time Cultural Arts Manager position to more effectively promote and coordinate the Cultural Arts elements of this Strategic Plan which contribute to the unique sense of place of the City of Fairfax (addition of 0.5 FTE).		<input type="checkbox"/>			Staff, City, COA	OP	CR 1.3; EC 4.2
	<b>Objective 3.5:</b> Develop, enhance and implement programs to enhance the health and well-being of area residents.							
	<b>Strategy 3.5.1:</b> Establish partnerships with health care providers to offer programs related to health, and wellness, and therapeutic recreation.		<input type="checkbox"/>			Staff, Partner	OP	PRO 3.3
	<b>Strategy 3.5.2:</b> Develop and implement new series of health and wellness programs that contribute to healthy lifestyles.	<input type="checkbox"/>	<input type="checkbox"/>			Staff	OP	PRO 3.3
	<b>Strategy 3.5.3:</b> Develop outdoor fitness areas or fitness trails in at least three parks located throughout the City.		<input type="checkbox"/>	<input type="checkbox"/>		Staff	CIP	PRO 3.2, 3.3
	<b>Strategy 3.5.4:</b> Open the Green Acres Center fitness room to teens, adults, and seniors after Senior Center hours and on weekends.	<input type="checkbox"/>				Staff	CIP	PRO 3.3, 3.4
Goal 4: Strategic Partnerships								

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	Leverage strategic partnerships to enhance and expand delivery of program, facility, and service offerings.							
	Objective 4.1: Enhance and strengthen the partnership with the City of Fairfax School Board to fully maximize the availability of recreation and education facilities and spaces for use by the community.							
	Strategy 4.1.1: Coordinate with the City Schools, School Board, and City Council to monitor conditions and use of the school facilities for indoor and outdoor programs and to maximize possible use of school facilities.	Ongoing				Staff, PRAB, City, Schools	OP	PRO 3.3
	Strategy 4.1.2: Establish joint policies with PRAB, City Council, and the School Board on the long term use of Green Acres Community Center and grounds.	<input type="checkbox"/>				Staff, PRAB, City, Schools	OP	PRO 3.4
	Objective 4.2: Expand and enhance existing partnerships with the Fairfax County Park Authority (FCPA), Northern Virginia Regional Park Authority (NVRPA), Fairfax County School Board (FCSB), George Mason University (GMU), Fairfax County Neighborhood and Community Services (FCNCS), and others to meet common needs of the community.							
	Strategy 4.2.1: Participate in needs assessments, strategic plans, and master plans performed by FCPA, NVRPA, GMU, neighboring communities, and others which impact park and recreation offerings in and adjacent to the City of Fairfax.	Ongoing				Staff, Partners, FCPA, NVRPA, GMU	OP	PFS 1.5; CR 1.5; LU 6.1; EC 4.1
PRTO CE	Strategy 4.2.2: Establish and formalize bi-annual meetings with Staff, FCPA, NVRPA, Fairfax County Neighborhood and Community Services, and GMU to discuss mutual needs, concerns and issues.	Ongoing				Staff, Partners, FCPA, NVRPA, GMU	OP	EC 2.2; CR 1.5
	Strategy 4.2.3: Participate in the planning process for Fairfax County's Providence Community Center and factor impact assessment data into program and facility planning efforts.	<input type="checkbox"/>				Staff, Partners	OP	LU 6.1
	Strategy 4.2.4: Partner with the Town of Vienna to cross promote arts, wellness, and education classes.	Ongoing				Staff, Partners	OP	PRO 3.3; PFS 1.6
	Strategy 4.2.5: Partner with FCPA, NVRPA, Reston, and Alexandria to better publicize and access nearby Nature Centers.	Ongoing				Staff, Partners	OP, NVRPA, FCPA, Partners	PRO 3.3; PFS 1.6
	Strategy 4.2.6: Partner with Fairfax County to better publicize and access nearby RECenters.	Ongoing				Staff, FCPA	OP	PRO 3.3; PFS 1.6
	Strategy 4.2.7: Develop new Memorandums of Understanding (MOU) with Fairfax Police Youth Club (FPYC) and Fairfax Little League (FLL) for the replacement of artificial turf at Stafford Drive Park and Draper Drive Park and for the refurbishment of Providence Field #3.		<input type="checkbox"/>			Staff, Partners	OP	PRO 3.1
	Strategy 4.2.8: Develop new Memorandum of Understanding (MOU) with Fairfax Police Youth Club (FPYC) and/or other partners for the development and maintenance of synthetic turf fields with lights at Sidney Lanier Middle School.			<input type="checkbox"/>		Staff, Partners	OP	PRO 3.1
	Strategy 4.2.9: Publicize nearby outdoor and indoor aquatic facilities offered by Fairfax County, Reston, NVRPA, GMU, civic associations, Jewish Community Center, and local swim clubs.	Ongoing				Staff, Partners	OP	PRO 3.3; PFS 1.6; CR 1.5; EC 4.1
	Objective 4.3: Strengthen, expand and define strategic partnership opportunities with George Mason University to meet mutual recreation, program, event, and cultural arts objectives and services.							
	Strategy 4.3.1: Establish formal partnership initiatives with GMU. Possibilities include arts programming, arts venues, facility space, outdoor athletic field use, volunteers, use of the GMU RAC Fitness and Gymnasium Center, Aquatic Center, nature education programs, senior programs and services, and more.	Ongoing				Staff, GMU, COA	OP	HOU 5.1; EC 2.2, 4.1; CR 1.5

ACTION PLAN						Updated 5/11/2014		
Goals, Objectives, and Strategies		DRAFT						
DRAFT								
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
	<b>Objective 4.4:</b> Establish relationships and partnerships with under-represented, under-served, and diverse demographic populations in Fairfax to assist in identifying and developing programs and services to meet the needs of these communities							
	<b>Strategy 4.4.1:</b> Participate with the City's Community Inclusion Task Force to develop a long range plan of action to more effectively integrate various nationalities into City Boards, programming, and events.	<input type="checkbox"/>				Staff, City	OP	PRO 3.3
	<b>Objective 4.5:</b> Maintain and expand relationships with businesses and other organizations to complement service offerings for the City of Fairfax							
	<b>Strategy 4.5.1:</b> Establish a forum for business community interaction with staff involved with recreation and cultural arts programs, events, senior programs, etc. for the purpose of promoting the businesses and potential sponsorships and partnerships.	<input type="checkbox"/>				Staff	OP	EC 1.3
	<b>Objective 4.6:</b> Pursue strategic partnerships and community development initiatives to facilitate achievement of park and recreation development goals and objectives.							
	<b>Strategy 4.6.1:</b> Establish City policies and procedures for the use of proffers and other development methods/incentives for the acquisition of land, development of parks and recreation facilities, open space, park planning funds, maintenance funds, and trail access in developing areas of the community, especially as part of the Fairfax Boulevard center development.		<input type="checkbox"/>			Staff, City, Planning	City	PRO 4.1
	<b>Objective 4.7:</b> Pursue partnerships for development and programming of the Senior Center							
	<b>Strategy 4.7.1:</b> Research and evaluate potential partners in the development and programming of the Senior Center, such as Easter Seals and their Senior Plus, program and GMU and their Osher Lifelong Learning Institute (OLLI).		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP	PRO 3.4
<b>Goal 5: Promotion and Marketing</b>								
	<b>Increase awareness, participation and support of programs, facilities, and services using innovative promotional and marketing initiatives.</b>							
	<b>Objective 5.1:</b> Develop and implement innovative promotion and marketing strategies for programs, facilities, events, and cultural arts that enhances the City of Fairfax's unique identity as an outstanding place to live, work and play.							
	<b>Strategy 5.1.1:</b> Continue to use <u>Leisure Times</u> and <u>City Scene</u> to promote programs.	Ongoing				Staff	OP	PFS 1.6
	<b>Strategy 5.1.2:</b> Prepare and maintain an updated map of City parks and trails. Publish the maps in <u>Leisure Times</u> and on the web site.	<input type="checkbox"/>				Staff	OP	PRO 4.2
	<b>Strategy 5.1.3:</b> Rebrand the Department name to include Cultural Arts.		<input type="checkbox"/>			Staff, PRAB, City, COA	OP	CR 1.3;
	<b>Strategy 5.1.4:</b> Elevate the current Parks and Recreation part time Marketing Manager position to a full-time City Marketing Manager position under the City Manager. The position would market all City functions, tourism, advertising, branding, etc. (Increase from 0.5 to 1.0 FTE for the City).			<input type="checkbox"/>		City	OP	PFS 1.6
	<b>Strategy 5.1.5:</b> Implement a signage program for consistent and attractive park entrance signs, directional signs, trail system identification, wayfinding, etc.		<input type="checkbox"/>			Staff	CIP	EC 1.2, 5.4; CA 3.2 T 7.9.2
	<b>Strategy 5.1.6:</b> Develop gateways at park entries into the City of Fairfax to welcome people into the City and to promote the City identity.		<input type="checkbox"/>			City	CIP	EC 1.2, 5.4; CA 4.1
PRTO CE	<b>Strategy 5.1.7:</b> Increase use of the internet and social media to inform and promote programs, events, and services. Continue use of the <u>Our Parks Our Future</u> interactive web site as a tool for community engagement.	Ongoing				Staff	OP	PFS 1.6



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Goals, Objectives, and Strategies		DRAFT						
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	<b>Objective 5.2:</b> Develop and implement communication strategies that maximize parks, recreation, trails, open space, cultural activities, and special events in promoting and developing the economic vitality and development of the City of Fairfax.							
PRTO	<b>Strategy 5.2.1:</b> Maintain adequate funding and resources for marketing and communication efforts vital to cost recovery goals.	Ongoing				Staff	OP	PFS 1.6
	<b>Strategy 5.2.2:</b> Develop an event web/smart phone application to enhance participants' experiences at Independence Day, Fall Festival, Chocolate Lovers Festival, Spotlight on the Arts, and other major events.		<input type="checkbox"/>			Staff, COA	OP	PFS 1.6
<b>Goal 6: Funding, Management, and Resources</b>								
	<b>Expand and enhance facility, program, and service offerings through innovative funding, management best practices, and cost recovery efforts.</b>							
	<b>Objective 6.1:</b> Expand and enhance alternative funding and revenue sources.							
	<b>Strategy 6.1.1:</b> Investigate sources of new revenue to fund park capital improvements. (i.e. issuance of bonds or set a tax amount)	Ongoing				Staff, PRAB	CIP	PRO 1.3
	<b>Strategy 6.1.2:</b> Define Legacy options and establish policies for naming the downtown park and any new parks and facilities as a method to offset capital costs.	<input type="checkbox"/>	<input type="checkbox"/>			Staff, PRAB	OP	PRO 1.3
	<b>Strategy 6.1.3:</b> Investigate opportunities to allow Sunday ongoing rentals at Sherwood Center and Blenheim to increase revenue.	<input type="checkbox"/>				Staff, PRAB	OP	CR 1.2
	<b>Strategy 6.1.4:</b> Evaluate and invest in technical equipment and storage facilities for Old Town Hall and Blenheim rentals.		<input type="checkbox"/>			Staff	CIP	PFS 2.1
	<b>Strategy 6.1.5:</b> Explore opportunities for outside sources of funds and revenue from grants, sponsorships, proffers, and partnerships.	Ongoing				Staff	OP, Grants, Partners	PRO 1.3, 4.1
	<b>Strategy 6.1.6:</b> Investigate the potential and establish a policy regarding allowing cell towers in the parks to provide income.	<input type="checkbox"/>				Staff, City, PRAB	OP	PRO 1.3
	<b>Strategy 6.1.7:</b> Improve key rental picnic shelters with larger shelters, restrooms and kitchenette to attract a higher level of rentals and fees.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff	CIP	PRO 3.1
	<b>Strategy 6.1.8:</b> Grow and keep vibrant the Legacy Fund Program and Invest the Sherwood Center Legacy Account into an interest bearing account to increase the Legacy Fund.		<input type="checkbox"/>			Staff	CIP	PRO 3.1
	<b>Objective 6.2:</b> Develop and implement a cost recovery structure and user fee policies and guidelines.							
	<b>Strategy 6.2.1:</b> Review and re-establish formalized fee policies and targets for cost recovery.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.1
	<b>Strategy 6.2.2:</b> Conduct an economic impact study of the major special events to ensure the Department captures the true financial benefit of major events and tourism.	<input type="checkbox"/>				PRAB, Staff	OP	EC 4.2
	<b>Strategy 6.2.3:</b> Implement a more accurate accounting system of revenue and expenses for the Parks and Recreation Department to better identify the true cost/benefit of each event, activity, or program.	<input type="checkbox"/>				PRAB, Staff, City	OP	
	<b>Strategy 6.2.4:</b> Explore various types of sponsor relationships and how those can be applied to current and future festivals and events.		<input type="checkbox"/>			PRAB, Staff	OP	EC 4.2

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Goals, Objectives, and Strategies		DRAFT							
DRAFT									
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	<b>Strategy 6.2.5:</b> Develop a policy where private companies and/or individuals may host events by obtaining a permit. A standard location in the City for self-directed events should be identified. This policy will establish a location(s) in the City to allow for non-City sponsored festivals and events to increase tourism and participation with the different ethnic communities.		<input type="checkbox"/>			PRAB, Staff	OP	EC 1.3	
	<b>Strategy 6.2.6:</b> Evaluate funding for Fall for the Book, City Band, Commission on the Arts, etc., to determine proper level of funding and account for it in a separate fund account from Parks and Recreation.		<input type="checkbox"/>			PRAB, Staff, City, COA	City	CR 1.3; EC 1.3	
	<b>Strategy 6.2.7:</b> Determine the appropriate staffing for Cultural Arts activities and the proper allocation of Department time allocated to Spotlight on the Arts.	<input type="checkbox"/>				PRAB, Staff, COA	OP	CR 1.3; EC 1.3	
	<b>Strategy 6.2.8:</b> Research and establish consistent policies and procedures for financial assistance offered to individuals who cannot afford program and activity fees.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.3	
	<b>Strategy 6.2.9:</b> Request a percentage of the Storm Water Assessment be used to address storm water and stream erosion issues in the parks.		<input type="checkbox"/>			PRAB, Staff	OP	ENV 2.1	
	<b>Objective 6.3:</b> Implement strategies to enhance staff recruitment, training, professional development, and retention.								
PR TO CE	<b>Strategy 6.3.1:</b> Recognize and reward employees for becoming recognized experts in their field and actively contributing/participating in professional organizations.	Ongoing				Staff	OP	PFS 2.5	
	<b>Strategy 6.3.2:</b> Create and implement professional and career development plans for all staff. Management level staff should attend professional development programs such as the Revenue School, Maintenance Management School, Director School, Leadership Training Institute, local, regional and national training and pursue designation as a Certified Park and Recreation Professional (CPRP).	Ongoing				Staff	OP	PFS 2.5	
	<b>Strategy 6.3.3:</b> Establish and ensure compliance with mandatory staff training/certification requirements.	Ongoing				Staff	OP	PFS 2.5	
	<b>Strategy 6.3.4:</b> Elevate one current Superintendent position to a Deputy Director position to provide additional oversight and coordination of the Department and to provide a succession plan for the Department.		<input type="checkbox"/>			Staff	OP	PFS 2.5	
	<b>Strategy 6.3.5:</b> Develop a Senior Center Operational Manual	<input type="checkbox"/>				Staff	OP	PFS 2.5	
	<b>Objective 6.4:</b> Develop a larger volunteer support base to supplement staff and to act as ambassadors for PRAB and the Parks and Recreation Department.								
	<b>Strategy 6.4.1:</b> Establish a centralized volunteer coordination function responsible for recruitment, orientation, recognition, and management of volunteer resources.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff	OP	PFS 2.5	
	<b>Objective 6.5:</b> Pursue accreditation of the Park and Recreation Department in appropriate services as a method of achieving and maintaining quality services.								
PRTO	<b>Strategy 6.5.1:</b> Achieve Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5	
	<b>Strategy 6.5.2:</b> Achieve Senior Center accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5	
	<b>Totals</b>	Ongoing = 35	31	55	16	7			